

We support the government's attempts to close the pay gap between men and women and are committed to ensuring that the best candidates are hired for every position and that all new hires and existing employees, irrespective of their gender, race, age, religion, and sexual orientation, receive the right market rate for the role that they are carrying out. We continually review our hiring and compensation practices to ensure that all employees are treated fairly and are rewarded on the basis of their ability and achievement rather than on who they are, including in their remuneration and their career progression.

TGA Industries encompasses a number of businesses in the technical and scientific sectors, specializing in various forms of test, monitoring and control products and services. The businesses are spread across different specialties including fuel management, cooling systems and temperature control but over half our employees work in the core business of servicing fuel equipment.

This year, across the operating businesses in TGA Industries Limited, our median gender pay gap is now 3.8% (reduced from 9.5% in 2019)) and our mean gender pay gap is 8.7% (reduced from 17.2% in 2019).

This represents continuous progress over the past 4 years in reducing the gap in our businesses which reflects the focus and effort that our businesses have put into ensuring that all employees are treated fairly.

While our mean bonus pay gap increased to 81.3% (from 67.2% in 2019) (this owes largely to share options granted as bonuses for senior employees- which currently has a higher proportion of men), overall women were more likely than men to receive bonuses (16.4% of women compared to 11.9% of men).

From our review, we believe the reason for our gender pay gap is a predominance of men in certain roles and functions. Like other companies that operate in the industries we do, overall we have more male than female employees, and more in senior leadership positions, which tend to attract higher market rates of pay. This is a broader challenge facing many companies in these scientific and technical industries, and for skilled trades occupations in general, where pay gaps are typically higher than the overall national average.

There is clearly work for specific industries to attract women and to increase the representation of women at all levels, including our own. At TGA, we are working to improve women's representation with our commitment to inclusion, diversity, and fairness in our talent acquisition and development processes. As part of our commitment, all employees completed a Blind Spots training focused on reducing unconscious bias. Further, all TGA employees have access to employee resource groups, including several which are focused on female empowerment and foster achievement, recognition, visibility, and

inclusion of women. All employee resource groups also have executive sponsors and help encourage a greater network across the company.

There are no easy answers but we are committed to continuous improvement and to identifying other practices that help us improve our gender balance across all roles. We expect these steps to improve our female pipeline and retention in the medium term.

TGA Industries Ltd

Gender Pay Gap Data 2020 (2019 in brackets)

	Median	Mean
Gender pay gap	3.8% (9.5%)	8.7% (17.2%)
Gender bonus pay gap	44.2% (45.7%)	81.3% (67.2%)

	Female	Male
The proportion of males and females receiving a bonus payment	16.4% (16.9%)	11.9% (17.3%)

The proportion of males and females in each quartile band	Female	Male
Upper quartile	13.6% (15.9%)	86.4% (84.1%)
Upper middle quartile	34.3% (20.6%)	65.7% (79.4%)
Lower middle quartile	28.4% (25.4%)	71.6% (74.6%)

Lower quartile	23.9% (29.1%)	76.1% (70.9%)
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I confirm that these Gender Pay Gap statistics are accurate and meet the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Nicholas Blomfield (Director)

11 March 2021